

DRAFT MEETING SUMMARY

MEETING NAME: WISCONSIN ENTERPRISE ARCHITECTURE TEAM (WEAT)

DATE: JANUARY 27, 2004

TIME: 10:00 A.M. TO 11:30 A.M.

LOCATION: ADMINISTRATION BUILDING, CONFERENCE ROOM 6D

WEAT Members

In Attendance:

- Group Leader/Chief Enterprise Architect – Ben Banks (a DET representative)
- Enterprise Architect – George Ross (a DET representative)
- Solution Architect – Keith Hazelton (a UW representative)
- Solution Architect – Bud Borja (Milwaukee Co., a local government representative)
- Solution Architect – Jay Jeager (DOT, a representative of large state agency)

WEAT Members

Absent:

- Solution Architect – Judy Heil (DATCP, a representative of small state agency)

DET Support Staff:

Patricia Carlson

Meeting Handouts:

Enterprise Architecture (EA) Development Life Cycle Conceptual Diagram

Agenda Items:

Welcome and Discussion of WEAT's Mission / Purpose

Ben Banks welcomed everyone to the first meeting of the WEAT (Wisconsin Enterprise Architecture Team). The purpose of WEAT is to guide the development of an "enterprise architecture." For the purposes of our discussion an "enterprise architecture" is a formal mechanism for translating business strategies and goals into technology solutions. The enterprise-architecture framework developed by WEAT will provide processes and procedures that the State Chief Information Officer (CIO), Business Leadership Council (BLC), Technology Leadership Council (TLC), and program managers throughout state and local government agencies can

use in setting strategic business and technology directions.

The State's CIO, Matt Miszewski, wanted a representation of the extended enterprise within the composition of WEAT membership. Therefore, WEAT includes representatives from Wisconsin County government, the University of Wisconsin, a large executive branch agency and a small executive branch agency. Matt has empowered WEAT lead by Ben Banks to develop a process for supporting and creating an enterprise architecture for the State. Matt has set a deadline of 90 business days for this initiative. The starting date for this initiative is Jan 20, 2004.

The WEAT team's 90 day deliverable – a process for implementing an enterprise architecture – will require input from the TLC, Domains and "Business" entities within the extended enterprise of Wisconsin State government. The enterprise architecture will focus upon or have the following out-comes:

- Interoperability to ensure that technologies/systems are able to integrate, co-exist and "talk" to each other.
- Definition of standards that promote interoperability and reduce dependence upon proprietary technologies.
- Reduce the redundancy or proliferation of systems within State government.
- An implementation strategy based upon metrics. So that we can evaluate where we are currently, where we'd like to be and know what the difference between these two points are, so we can develop a strategy to achieve our goal.

Ben indicated that expects WEAT to develop a hybrid enterprise architecture model based upon work already accomplished within other States and at the Federal government. Ben encouraged WEAT to evaluate the enterprise architecture models developed by

- The State of Arizona - http://www.gita.state.az.us/enterprise_architecture/
- The Federal Government - <http://www.gao.gov/special.pubs/eaguide.pdf>
- The Open Group Architecture Framework - <http://www.opengroup.org/architecture/togaf8/index8.htm>

Conceptual Diagram of the Wisconsin Enterprise Architecture Life Cycle

Ben led a discussion of how WEAT will respond to business needs within the enterprise, using a conceptual diagram of the Wisconsin Enterprise Architecture Life Cycle. The TLC will be the governing body for the enterprise architecture, especially with respect to the development of standards. The conceptual diagram illustrated five (5) phases in the development of the enterprise architecture:

- Phase 1 Conceptual Architecture Development;
- Phase 2 Enterprise Standards Established;
- Phase 3 Design and Build;
- Phase 4 Implementation; and
- Phase 5 Maintenance and Sustainability.

Each phase will require some type of interaction with the TLC and the appropriate Domain. Some phases will need interaction with other entities such as the State Bureau of Procurement or the Executive Office of Budget and Finance.

Ben discussed the development of and use of “score cards” to assist in decision making and to provide accountability within Phase 1 and 2, creating the conceptual architecture and establishing an enterprise standard. These score cards would be developed by WEAT and then submitted to the TLC for approval¹ (Phase 1). Once the score card is approved by the TLC, the appropriate TLC Domain would review standards and products within a particular market space and create a list of potential solutions and forward this list to WEAT. WEAT would use the TLC approved score card to evaluate the TLC Domain recommend standards or technology solutions to address a particular business need within State government (Phase 2).

Once a standard or technology solution is selected by WEAT, then a design and build team will be created to construct and procure the technology solution (Phase 3). After the technology is procured the implementation team will focus upon making the technology operational for a business or program area (Phase 4). Periodically, WEAT will review technology standards and solutions with the appropriate TLC Domain and Business Representatives to ensure the solution is still relevant, cost effective and meeting the needs of all parties (Phase 5). If the technology is out-dated or the business process requires, reengineering, Phase 1 of the Wisconsin Enterprise Architecture Life Cycle will be initiated.

Ben asked for feedback and comments from the team members, specifically Ben solicited input from members with respect to how they address aligning their technology initiatives with business priorities and how they “network” with peer organizations.

A Local Government, County Perspective (Bud Borja)

Bud regularly meets with CIO's from other counties to share strategies for cost containment, cost sharing and technology sharing. In addition Bud meets with Milwaukee Public School System (MPS) and the City of Milwaukee. Defining the business priorities from a county or local perspective is different from the State, as the county is often the point at which State services are delivered to citizens.

Information sharing is a “key” interest for local government, e.g. criminal justice, public safety, public health. Areas that WEAT should focus upon are ones that would fill a particular gap in information sharing, reduce redundant systems and provide enhanced services to citizens.

WEAT should avoid creating a list of “approved” products, but instead should focus upon defining and establishing open standards. By establishing and implementing open standards, then interoperable technology/systems at all levels of government becomes a realistic goal.

A question was asked of Bud, ‘how would you get counties to buy-in or participate in using open standards or WEAT standards?’ Bud replied that establishing an enterprise

¹ TLC Approval will use the current governance protocol for ‘passive review’, for more details see <http://enterprise.state.wi.us/home/tlc/TLCgovprot20031205.pdf>

architecture that addresses the business needs of State government and employs open standards would simplify and reduce many of the redundant or duplicative reporting requirements from State agencies. From Bud's perspective, the counties could also look at this as a cost sharing, cost reduction measure. All counties and local units of government are experiencing difficult budgetary conditions. Therefore, if the State were to provide shared systems, the counties may look at this as a cost saving measure.

Bud and Jay both commented that WEAT in the maintenance of the enterprise architecture will need to be proactive in order to maintain currency and validity in the enterprise architecture. Phase 5 – maintain and sustain– will need to have processes to regularly review technology solutions and monitor new technology developments for their applicability and/or relevance.

A Perspective from UW (Keith Hazelton)

Ben Banks asked Keith Hazelton how does UW manage its enterprise architecture. Keith replied that UW evaluates the “business drivers”, performs a “gap analysis” between the current enterprise architecture and the business drivers. And then selects a technology that will address both the guiding principals of their enterprise architecture and the business needs of a particular program area. Specifically, UW has been focusing their efforts on e-directory, authentication and Internet2 middle ware. Keith stated that flexibility is important when developing an enterprise architecture, especially as he often needs to view the needs of a program area within the context of the entire UW campus.

A Perspective from a Large Agency (Jay Jeager)

Jay opened his remarks stating that Ben raised a number of excellent ideas and that he felt it would be important to identify some “sweet spots” between the business drivers of State government, key technical issues and cost saving opportunities presented by a successful enterprise architecture implementation. Jay indicated that some “priority” setting would be helpful to meet the 90 day timeline.

Jay then asked the group a number of fundamental questions:

- What is an enterprise architecture?
- How will WEAT define the term, enterprise architecture, to meet its 90 day goal?
- What are the guiding principals of the enterprise architecture?
- How or What mechanism will be used to determine the “business drivers”?
- What are achievable, measurable goals for WEAT within the next 90 days?
- What is the role of the “large agency member”, specifically how does this person represent and advocate for the large agencies (and who are the large agencies)?

General Discussion with Respect to the Questions Jay Posed (All)

Ben would like to see the term “enterprise architecture” very broadly defined for State government and he envisions that there will be a set of guiding principals used to define the enterprise architecture and address the business drivers for the State. For example the business drivers for the State could be defined as:

- (1) Reduce the operational cost of state government.
- (2) Promote Wisconsin's economic growth.
- (3) Increase service delivery to citizens (e.g. healthy families, well educated children)

If we assume that “information” is a key driver for the development of an enterprise architecture, the guiding principals for this initiative would be:

- (1) Interoperability
- (2) Usability
- (3) Accessibility

Assignments for Next Week’s Meeting 2-2-2004

Chief Enterprise Architect and Enterprise Architect

- Prepare a list of deliverables due at the end of 90 days.
- Prepare a mission or vision statement for the initiative.
- Prepare a project plan template for the initiative.

WEAT members

- Prepare a list of guiding principals for developing the enterprise architecture.
- Review the State of Arizona and Federal Enterprise Architecture web sites and materials.
- Develop ideas regarding the “role” of agency, local and university representatives.
- Bring agency business drivers or relevant business information from the most recent agency strategic planning.

WEAT Support Staff

- Obtain Budget Shop Agency Initiative Documents for WEAT.
- Email to WEAT a copy of the DOA Strategic IT Planning Letter.
- Secure conference room 6D and extend the meeting from 60 minutes to 90 minutes.
- Establish web site for WEAT team to share documents.

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